

13 January 1954

**MEMORANDUM FOR:** Director of Central Intelligence

**THROUGH:** Deputy Director (Intelligence)

**SUBJECT:** Appraisal of the Coordination of Intelligence Activities

**Problem:**

1. To reappraise the role of OIC.

**Discussion:**

2. January 1954 marks the end of the sixth year since a staff was established in CIA for coordination, and marks the end of three years' activity by the Office of Intelligence Coordination. It therefore provides an occasion for appraisal--both of the subject of coordination of intelligence activities and of the role of this Office.

3. In sum, in the last six years, substantial progress has been made toward defining the interrelationships of agencies in the intelligence community and the relationships of the community to its consumers and to other non-intelligence agencies of the government with which it must work in carrying out the total intelligence mission. The Intelligence Advisory Committee, its eleven formal subcommittees, and many informal relationships among the agencies demonstrate significant progress in the development of institutional habits and attitudes of cooperation.

4. This achievement has been possible not only because of the pioneer work which had been accomplished prior to the

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advent of General Smith, but also because of the extraordinary leadership which has been displayed since October 1950. Re-organization of the Agency, sharper definition of its functions, and the clear demonstration by the Director of his desire to build a team in the intelligence community have made the other agencies responsive to CIA leadership to a marked degree.

5. The consensus on policy and the cooperative attitudes among the agencies which typify operations at the IAC level have not always been fully reflected by officers at the lower levels of the agencies. Further improvement in this regard is largely the direct responsibility of the principal supervisors in the several agencies.

6. The NSCID's have served extraordinarily well as guides to proper relationships of the agencies. The most important changes made in the last three years have been the revision of NSCID's 1, 5, and 9, and the issuance of NSCID's 15 and 16. While further refinements in these directives will doubtless be needed, it is unlikely that CIA will be required to perform any significant new services of common concern, barring further serious financial reverses in other intelligence agencies.

7. Concurrent with the foregoing, interagency progress, CIA has been strengthened in carrying out its coordination responsibilities by (a) the creation of top officers assisting the DCI (DDI, DDP, DDA, and the IG) and (b) the fact that line officers at all levels have become more experienced and competent in coordination, not only with other agencies but also among themselves. Admittedly there are some exceptions to this latter statement.

8. While there are continuing problems (such as defining and assigning responsibility for the various aspects of scientific and technical intelligence) requiring coordination, only two appear to be of major concern. One of these is the action to be taken by the DCI to support those intelligence activities of other agencies on which the entire community depends. The other problem is that of "agreed activities" under NSCID-5. As for these two

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major problems. OIC (which has been placed under the DDI) has had some part in the first (a responsibility of all of the major assistants of the DCI), and has had no responsibility for the second (a primary responsibility of the DDP).

9. It is believed that the problems (listed at Tab A), which OIC is now handling (some by specific direction) can be readily assigned to various line components of the Agency with some slight adjustment. If so assigned, these functions would then not require the continuance of a separate office for coordination.

Recommendation:

10. That the functions listed in Tab A be transferred to the Offices indicated, and the Office of Intelligence Coordination thereupon be abolished. If this recommendation is approved, this Office will prepare, for signature of the appropriate officials, papers directing the transfer of existing OIC responsibilities and will submit recommendations for the relocation of its personnel.

JAMES Q. REBER  
Assistant Director  
Intelligence Coordination

Recommend Approval:

APPROVE (DISAPPROVE):

ROBERT AMORY, JR.  
Deputy Director (Intelligence)

ALLEN W. DULLES  
Director of Central Intelligence

OIC:JQR:KM (13 January 1954)

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